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SUMMARY

The Director of Medical Services (D/MS) has developed one of the finest civilian medical programs in the Federal Government. It is a high-quality program, designed to be responsive to the specialized needs of the Agency. It has made a very impressive contribution to the morale and spirit of the organization.

The program reflects the management style of the D/MS; it is highly centralized, carefully planned, and based on the traditional values and concepts of the medical profession. It is reliable and effective but offers little scope for innovation and decision-making to the professional members of the staff. Indeed, one of the most serious problems facing the office is the lack of managerial experience among those professionals who do not serve in the immediate vicinity of the D/MS.

OMS does well in clinical and psychiatric screening of applicants. It is prompt in responding to requests for clinical and psychiatric assistance in the headquarters area, as well as in attending to medical needs of overseas personnel and their families.

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There are no standard follow-up procedures for the Executive Annual Evaluation. It is suggested that OMS remain in contact with employees until they have taken appropriate action on recommendations resulting from this evaluation.

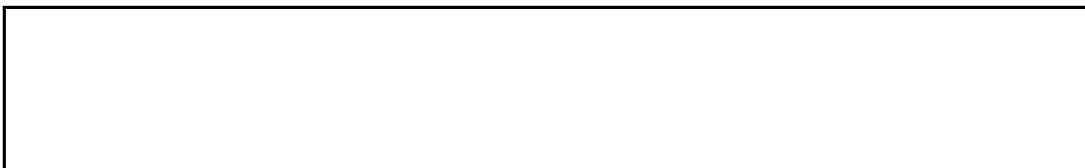


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There is concern that the professional potential of the Assessment and Evaluation (A&E) Staff is not being used in its

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In the course of this survey it appeared to us that the Office of Medical Services might better be organized along functional lines. To improve the efficiency of applicant processing and headquarters medical services, we recommend the establishment of a Selection Processing Division and a Medical Services Division. We also recommend eliminating the position of the Special Assistant for Clinical Activities. Since this would affect the over-all structure of the OMS, a final section on "Proposed Structural Changes" is included.

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